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30 August 1948

MEMORANDUM FOR: ADBO  
FROM: COPS  
SUBJECT: Personnel Procurement

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1. Whenever the occasion has been presented during the past two years I have plugged for a realistic program of personnel procurement in OSO, zealously implemented by a small team of capable recruiters working exclusively on this most important matter. I have been unsuccessful in this endeavor. Now with the trend so obviously away from such independence for OSO, there seems little possibility that we shall ever be able efficiently and promptly to procure the qualified people we require to do our job. It is, I believe, our most serious problem and something must be done to solve it.

2. As I believe you will agree, OSO now has a clear idea of what it is trying to accomplish. From our Special Operational Instructions and Basic Operational Plans conclusions are reached as to the facilities and people required to put the plans into operation. Based on the various jobs to be done the qualifications of the people needed can be determined with reasonable exactness. Then obviously the problem is to find the people, recruit them and bring them into the organization in a reasonable period of time. If we are unable to do so, if we continue to lack a reasonable expectation of recruiting qualified people to perform the jobs that must be done, all our plans and much of our effort remain pure theory, a depressing fiction.

3. There are many reasons, all of them obvious, for the sort of personnel procurement I feel is necessary for OSO. Perhaps the principal reason lies in the fact that this organization is supposed to shun publicity and to seek anonymity which will protect it from the public. Such being the case, it seems apparent to me that to procure qualified people for our varied jobs necessitates a planned search for them on a continuing and full time basis. Other departments and agencies of the government, notably the FBI, have established, through publicity campaigns, a standing with the American people which assures them more competent applicants than they need. We can count on no such easy solution.

4. OSO is constantly confronted with demands for peculiarly qualified individuals to accomplish specific missions of a demanding character. For example, at this moment, we are searching through improvised means for men qualified to arrange escape routes for the Air Force, men qualified to return to active duty with the Air Force

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in carrying out the [REDACTED] Project, the screening of displaced persons in Germany, and other highly selective undertakings. If we had an independent, full time personnel procurement unit, I feel sure that we could, in a short time, recruit the people we need to do these jobs. One man on a full time basis could screen the files of Air Force reservists, the files of former CIC officers in Europe, and from these select candidates upon whom calls could be made. Through some such procedure as this we would have a reasonable expectation of recruiting qualified people in a reasonable time. The crux of the matter lies in having someone who has as his sole job the procurement on an individual basis of the people OSO requires--a person who thinks of the problem eight hours a day, five days a week, instead of giving it casual consideration when there is nothing else to do. As it is now, our procedure calls for the submission of a requisition to Personnel, CIA. In this requisition we put down the qualifications which we consider essential and desirable. If, by chance, and it is indeed a long chance, such an individual applies for employment with CIA, we may get a candidate. Otherwise the job remains undone while OSO, without proper facilities, searches in a most inefficient fashion for the people it needs. Personnel procurement for OSO is a full time job for a small, properly trained team, each member of which has an intimate knowledge of the requirements for the various jobs to be filled. It is not a matter for some detached unit bureaucratically shuffling paper in the forlorn hope that it will come up with the answer to the problem.

5. As I have said many times before, I repeat that unless a personnel procurement unit is authorized for OSO and the very highest caliber people selected for this unit, we will not be able to accomplish our mission.

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